



DEPARTMENT of TRANSPORTATION

LEARNING & DEVELOPMENT RESOURCE GUIDE



OFFICE OF THE SECRETARY
TRANSPORTATION ADMINISTRATIVE
SERVICE CENTER

INTRODUCTION

In response to the NPR report and other initiatives calling for a “...government that works better and costs less,” the Office of the Secretary of Transportation (OST) convened a Learning and Development Design Team, with membership from most of the Department of Transportation (DOT) operating administrations. OST chartered the Design Team with the development of a quality-focused curriculum to prepare all DOT employees for changes in the work environment as a result of reengineering, streamlining, and quality performance initiatives.

The resulting curriculum is comprised of a three-tier learning and development process. Tier one, The Dynamics of Transformation course, was designed and developed so that over time it will cascade to many DOT employees. As designed, the course sets a positive direction for implementing and managing change by delivering clear, consistent messages regarding DOT’s vision, mission, values, goals, and priorities. It will assist DOT executives, officials and employees at all levels in planning and managing change at the individual, team and organizational levels. More specifically, the course provides DOT employees with an opportunity to participate in an interactive learning environment where they are introduced to key concepts related to high-performance organizations, and where they can discuss and develop organizational strategies to move forward toward meeting the vision for the organization.

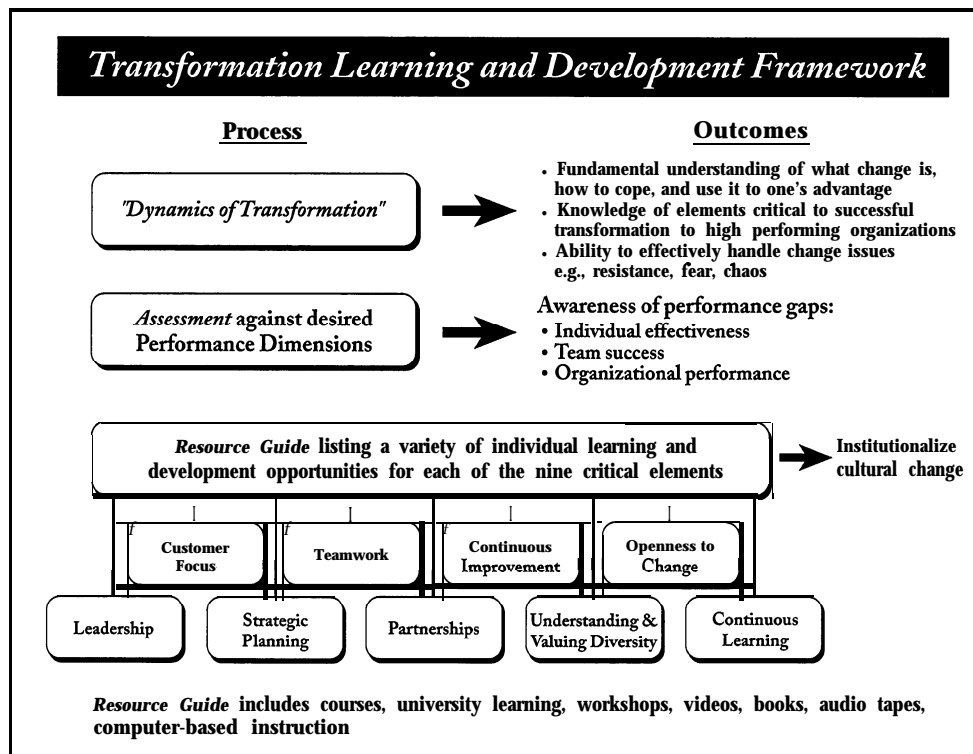
Tier two consists of personal and organizational assessments to gauge performance against desired performance goals and dimensions. Managers and supervisors will use specific tools to assess their performance as well as the performance of their organizations in nine critical elements which include:

- Leadership
- Customer Focus
- Strategic Planning
- Teamwork
- Partnerships
- Continuous Improvement
- Understanding and Valuing Diversity
- Openness to Change
- Continuous Learning.

From this assessment process, they will be able to identify those areas which they may want to strengthen in order to meet their performance goals.

This Resource Guide is a compilation of some of the learning and development opportunities represented by the third and final tier of the three-tier process.

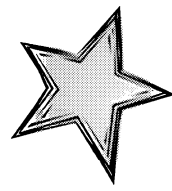
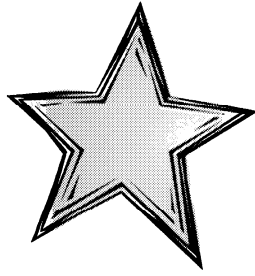
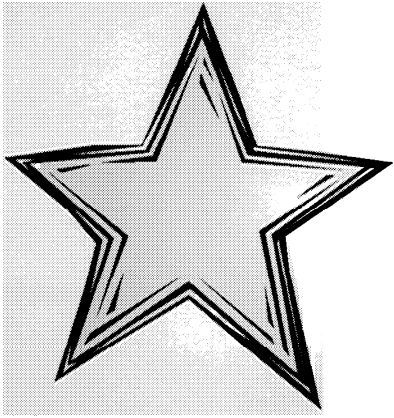
The Learning and Development Framework is illustrated in the graphic below:



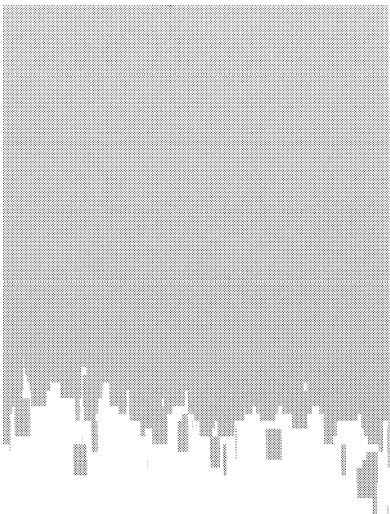
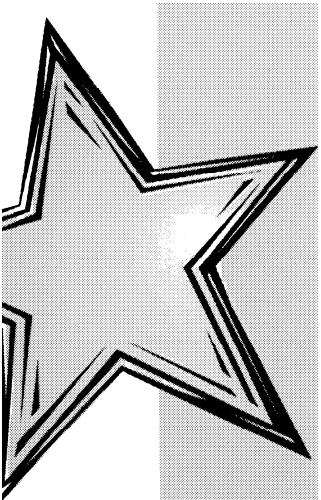
The final outcome of this three-tier Learning and Development Framework will be that managers, supervisors, and employees are better able to manage cultural change. There will inevitably be pain in the process as we look to fundamentally change the way we operate. This framework will provide some of the tools to help you with the challenges associated with this monumental task.

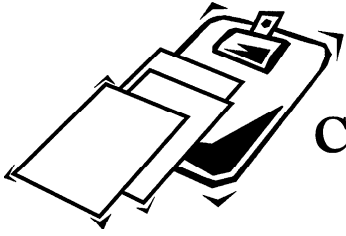
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LEADERSHIP





COURSES

Basic Management for Non-Supervisors

This course uses lectures, audio-visual aids, case studies, problems, and exercises to explain management principles and functions which relate to a non-supervisory professional position. It focuses on communication, planning, coordinating, decision making, and organization of work.

Objectives:

- . Discover and integrate external and internal issues with program areas and keep current on those issues which affect their jobs
- . Establish long range and short term goals while setting priorities and standards of excellence
- . Make logical decisions about the best methods to accomplish goals
- . Develop a complete and polished staff package for presentation to management
- . Obtain the financial and other resources necessary to accomplish established goals and use these resources within organizational constraints
- . Relate to others at all levels to accomplish established goals
- . Knowledge of time and stress management
- . Develop controls and evaluate measures or work within controls established by others to determine levels of accomplishment and work performance

Contact: Ken Gould (202) 366-1163
Federal Highway Administration

Audience: Senior level management officials at the GM-15 and
SES levels; GM-14 managers on an exception basis

Length: 5 days

Career Strategies Seminar

This seminar provides mid-level employees with the opportunity to focus on career development issues and explores the special issues they face as they advance into leadership and managerial positions. It also enables participants to better determine if a leadership or managerial position is in line with their personal and career goals.

Objectives:

- . Understand the issues, strategies, and dynamics of career development in a diverse work force
- . Assess and develop leadership and managerial strategies and skills for effectiveness in a diverse work force environment
- . Understand history about the emerging and changing demographics and related impacts on career development strategies in the work place
- . Identify basic strategies and approaches to improve the organizational culture and climate for greater effectiveness with diverse populations

Contact: Joan Simpson (202) 366-6391
Transportation Administrative Service Bureau

Audience: All employees grades GS 11-14

Length: 5 days

Career Strategies Follow-Up Session

This follow-up session is for those who have participated in the Career Strategies Seminar within the past year. It is designed to reinforce management skills and concepts learned during the initial seminar.

Objectives:

- Assess accomplishments made since the 5-day course
- Continue networking with past participants

Contact: Joan Simpson (202) 366-6391
Transportation Administrative Service Center

Audience: All employees grades GS 11-14 who have attended the 5-day seminar

Length: 1 day

Excellence in Government Fellows Program

The purpose of this program is to enhance the leadership and managerial skills of top-performing mid-level managers. It consists of a year-long series of interactions with successful leaders from major corporate and government organizations. While continuing to perform the duties of their current jobs, Fellows will be brought together with top executives from government and business in carefully structured seminars to explore the challenges confronting public sector managers in the decade ahead. The program is run for the Department by the Council for Excellence in Government. Nominations are normally due in May with the program beginning in September.

Objectives:

- Create a shared sense of organizational mission
- Communicate a clear, powerful vision
- Learn to take action that leads to measurable results

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: Career employees at the GS/GM-14 level with or without supervisory experience who have demonstrated high achievement and potential for membership in the Senior Executive Service, and are committed to a career in the Federal Government

Length: 1 year

Executive Development Seminar

This intensive residential seminar assists senior managers in making the transition to executive positions by helping them to understand, develop, practice, and expand their executive leadership skills. Special attention is given to the role of an executive in the public political environment. The seminar concentrates on strategic vision and organizational representation and liaison.

Objectives:

- Formally assess leadership strengths and weaknesses
- Understand the importance of emerging national issues and Presidential initiatives in the performance of individual roles
- Appreciate the influence of Congress on Federal programs/services
- Deal effectively with the media

- . Enhance the ability to apply vision and strategic thinking to the needs of the organization
- . Understand how public policy is formulated

Contact: U.S. Office of Personnel Management
Management Development Centers
Eastern: (717) 399-0112
Western: (303) 844-6181

Audience: Newly appointed SES members, managers and supervisors at the GSIGM-15 level, and GS/GM-14 level managers and supervisors who are in an executive development program

Length: 2 weeks

Executive Forum Series (Consortium)

The Senior Executive Service (SES) Forum provides convenient cost-effective training opportunities for top level government officials. SES Forums cover a wide range of topics relevant to the major missions and programs of Federal agencies. Senior Executives from about a dozen agencies participate in the series.

Objectives:

- . Strengthen relationships among Senior Executives across Federal agencies
- . Identify resources for successful management strategies
- . Assist with career and personal development
- . Improve managerial and communication skills

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: Usually 70 - 100 Senior Executives

Length Usually six forums are offered during the year

Executive Potential Program

This program is for occupational specialists to prepare them for managerial and executive positions. It consists of a one-week residential orientation program, individual needs assessment, individual development plan, senior advisors, three one-week residential seminars which provide training in the competencies for new and developing managers, and a four-day program closeout and graduation. Each participant will also be required to have two 60-day developmental work assignments. In addition, each participant will be required to interview at least three senior executives and complete a three-day shadowing assignment of a high-level agency official. Nominations are normally due in November with the program beginning in March.

Objectives:

- . Complete individual needs assessment to help design an Individual Development Plan (IDP)
- . IDP defines specific career and developmental objectives on an individual basis

Contact: Norm Riggins (703) 807-0333
The Graduate School, USDA

Audience: For GM-13/14 full-time permanent employees who have demonstrated significant managerial or executive potential and who have had limited formal managerial training

Length: 1 year

Helping Others Succeed

This workshop assists managers and supervisors in their role as “coaches.” In the workshop, individuals learn how to be more effective and supportive in meeting the unique needs of each of their employees. Supervisors use feedback from two of their employees as well as a self assessment of their strengths and weaknesses in coaching, and learn coaching techniques to incorporate into their managerial style.

Objectives:

- . Ability to coach employees toward continuous improvement
- . Reinforce mutual respect and open communication
- . Build a partnership for continuous learning

Contact: Lia Williams (202) 366-0909
Federal Highway Administration

Audience: All supervisors and managers

Length: 2 days

Leadership for a Democratic Society

This 4-week residential program is designed to meet the executive development needs of senior level officials in the Federal Government who are already highly skilled in their technical specialties and in the programmatic and administrative processes of their agencies. The program addresses the active role expected of career senior executives and the democratic values and beliefs that underpin that leadership. The program is held at the Federal Executive Institute in Charlottesville, Virginia.

Objectives:

- . Link individual development with improved organizational performance
- . Gain an expanded awareness of Governmentwide and agency perspective in organization and management
- . Gain an awareness of personal and organizational development requirements and processes

Contact: Terri Harris (202) 366-9437
Transportation Administrative Service Center

Audience: GMIGS-15 managers

Length: 4 weeks

Leadership Development Program, Phase I

This course expands and integrates foundational knowledge and skills for new supervisors to be effective leaders. Participants identify supervisory roles and responsibilities, examine their leadership styles, apply policy information in work situations using interpersonal communications skills, coaching and conflict resolution techniques, and develop action plans in partnership with their managers.

Objectives:

- . Recognize one’s leadership style (Myers-Briggs Type Indicator preferences) and how one’s leadership style impacts job performance
- . Identify biases and prejudices which impede effectiveness
- . Develop action plans for supporting equality/diversity
- . Give and receive feedback on a daily basis

- . Utilize interpersonal communication skills to create an environment which promotes trust
- . Apply effective coaching skills to resolve performance and conduct issues
- . Apply productive team meeting and time management skills
- . Apply knowledge of policies and programs in supervisory situations

Contact: Roberta Sappington, Ph.D. (904) 446-7251
 FAA Center for Management Development
Audience: Newly selected supervisors and team leaders
Length: 7.5 days

Leadership Development Program, Phase II

The course examines the basic concepts of trust, personal insight, self-direction, and enabling self and others in leadership roles. A “360 degrees” competency assessment instrument is completed by participants prior to attending the course. Students also read Stephen Covey’s The Seven Habits of Highly Effective People in preparation for the course. The course includes indoor and outdoor (low element challenge course) experiential activities to simulate the challenges of the workplace and allow more effective performance patterns to replace less effective ones.

Objectives:

- . Create a climate of teamwork and trust in which diversity is valued and in which all are encouraged to contribute fully
- . Examine the meaning of paradigms and paradigm shifting
- . Write a personal mission statement which reflects one’s personal roles, goals, and desired character qualities
- . Develop effective leadership habits which contribute to individual and organizational growth such as proactivity, goal clarification, work organization, and synergy
- Gain an understanding of what it means to be self-directed as a leader
- . Prioritize work to meet team and organizational goals

Contact: Roberta Sappington, Ph.D. (904) 446-7251
 FAA Center for Management Development
Audience: Supervisors and team leaders who have been through Phase I
Length: . 7.5 days

Leadership Enhancement Session

This course is designed to help leaders implement the integrated/empowered environment. Topics include empowerment, values alignment, strategies for inclusion, role clarification, process observation, systems thinking, and planning.

Objectives:

- . Explain the values and tenets associated with an Integrated Product Development System (IPDS)
- . Apply strategies for improving relationships across the agency and within their teams
- . Use the skills of facilitating, mentoring, consulting, and listening necessary to guide and participate in integrated product teams
- . Implement operational strategies for producing the cultural change associated with IPDS

Contact: Hal Curry (904) 446-7281
FAA Center for Management Development
Audience: Integrated Product Team leaders and functional managers within IPDS
Length: 4 days

Leadership Linkages Program

This program focuses on specific structured interactions around turning ideas into actions in the form of constructive, productive, and systematic debriefing exercises. Graduates of Leadership Development Program, Phase I are involved in on-going follow-up activities/projects as coaches and as sources of feedback. The program also provides a structure for mentoring and monitoring supervisors' continuous career development in the field. A key element of the course is the required interaction between the supervisor and his/her manager.

Objectives:

- . Learning objectives vary depending on projects participants select or develop

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development
Audience: New supervisors who have completed Leadership Development Program, Phase I
Length: Self-paced

Management Development Seminar

This residential seminar focuses on strengthening organizational excellence through team effectiveness and provides public sector leaders with the opportunity to enhance and sharpen their present managerial capabilities in order to meet the challenge of "creating a Government that works better and costs less." During the seminar, participants will engage in a variety of learning activities including self assessments, role plays, discussions, team interaction, group problem solving, and supplementary readings and videos.

Objectives:

- Examine current Administration initiatives and their impact on managers
- . Strengthen organizational excellence
- . Increase understanding of ethics that lead to improving team/organizational performance
- . Identify leadership qualities and effectiveness characteristics through assessment
- Gain in-depth skills in the area of negotiation and conflict resolution through interest-based bargaining
- . Incorporate diversity in the development of high performing organizations
- . Develop/review skills to enhance team dynamics and to lead highly successful teams
- . Develop strategy processes for problem clarification and resolution in the workplace
- . Understand the impact of future trends on managing organizations

Contact: U.S. Office of Personnel Management
Management Development Centers
Eastern: (717) 399-0112
Western: (303) 844-6181

Audience: Managers and supervisors at the GS 13-15 level
Length: 2 weeks

Management Issues Seminar

Using a variety of learning formats (e.g., case studies, small and large group discussions, etc.) this seminar is offered in partnership with an academic institution and the Volpe National Transportation Systems Center.

Objectives:

- . Enhance ability to use planning techniques to identify and analyze key management issues
- . Broaden understanding of public policy decision-making
- . Discuss intermodal approaches to management issues
- . Enhance multimodal relations

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: GMIGS-15 managers

Length: 1 day

The Manager's Course, Phase I - Establishing an Agenda

This course provides the skills and knowledge necessary for managers to maximize their leadership roles, and to support and lead new organizational directions. Participants practice skills that help them set the tone, goals, strategies, action plans, and process measures for their facility and enable them to clearly articulate a vision for their organization. Instruction is student-centered and uses approaches such as self-diagnosis, individual and group problem solving, and case studies. Students complete a "360 degrees" computer based assessment instrument prior to attending.

Objectives:

- . Understand the difference between leader and manager
- . Assess personal leadership strengths and weaknesses
- . Empower managers to lead and manage their organization
- . Adopt a lifestyle that embraces wellness
- . Discuss and manage organizational diversity
- . Discuss and understand internal/external policies/programs
- . Identify internal and external customers
- . Foster intermodal thinking, learning, and team building
- . Develop and articulate a vision for a leader's organization
- . Develop and articulate a plan for organizational communication implementation
- . Receive feedback on a leader's vision

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development

Audience: Managers within the first three years of management responsibility

Length: 5 days

Manager's Course, Phase II - Expanding Your Influence

This course provides an opportunity for an intensive self-awareness experience leading to an appreciation for the role of the manager in the creation of the organizational environment. The course focus is an analysis of oneself and of one's current organizational relationships as a basis for development of a more effective organization.

Objectives:

- . Integrate the concepts of influence, enrollment, and collaboration
- . Recognize through giving and receiving feedback how personal behavior impedes or enhances managerial effectiveness
- . Identify individual prejudices, biases, and attitudes and their impact on managerial effectiveness
- . Create a new team structure designed to improve relational influence at the work site
- . Identify and use behaviors which promote managerial effectiveness (e.g., language and listening skill which empower, enroll and facilitate systematic solutions)
- Recognize the interconnectedness of individual team members, their behaviors, attitudes, and team performance
- Design and plan implementation of a support structure for effecting change in the current organizational system
- Generate and commit to appropriate wellness strategies based upon the Personal Wellness Profile and knowledge of how wellness relates to managerial effectiveness

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development

Audience: Managers who have been in mid-level management positions for at least one year

Length: 8 days

Managing Resources and Programs

This course provides fundamental knowledge and skills that, when applied on-the-job, will enable course participants to take advantage of information, technology, staff, and agency initiatives to meet customer needs more cost effectively. The course topics are a blend of the practical and creative aspects of resources management. These topics include systems thinking, goal setting, problem solving, budget and staffing, influence strategies, information management, and diversity as a competitive advantage.

Objectives:

- . Develop systems thinking strategies to improve resource planning, acquisition, and usage
- . Apply goal setting and problem solving strategies to accomplish results
- . Perform basic budget formulation and execution tasks
- . Recognize basic staffing considerations and the budgetary implications of actions
- Promote diversity in the work place for its value as a resource
- . Apply influence strategies to accomplish resource management goals
- . Recognize how managerial style may impact organizational performance
- . Apply knowledge of organizational change dynamics to maintain the cost-effective use of resources during transitions in the work place
- . Apply resource management tools to assist in planning, allocating, and monitoring resources in the work place
- . Apply time management techniques in the work place

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development

Audience: Personnel who have been recently assigned resource management responsibility or who expect to assume these responsibilities in the next year, or those who wish to take the training as a refresher

Length: 8 days

Mentoring Course

This course introduces prospective mentors to the benefits of mentoring and offers lessons on how to select and interact with proteges, how to promote teamwork, and how to coach and provide feedback.

Objectives:

- . Define mentoring
- . Clarify mentor and protege roles
- . Explain the benefits of mentoring
- . Describe the mentoring process

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: Module A: High-level Secretaries and Administrative Assistants
Module B: Mid-senior Professionals
Module C: Managers and Supervisors

Length: 1 day

National Defense University - Industrial College of the Armed Forces

The primary mission of this residential program is to prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics, and their integration into national security strategy for peace and war. Graduates are awarded a Masters of Science in National Resources Strategy. Nominations are normally due in February with the program beginning in August.

Objectives:

- . Learn to think strategically
- . Be able to understand, consider, and use the nation's resources in the solution of international issues
- . Explore the elements of national power - military, economic, political, and societal - critical to waging war
- . Enable participants to perform as strategic decision makers in the national security environment

Contact: Terri Harris (202) 366-9437
Transportation Administrative Service Center

Audience: GM/GS-15 or military equivalent

Length: 10 months

Naval War College

The mission of this residential program located in Newport, Rhode Island is to enhance the professional capabilities of its students to make sound decisions in command, staff, and management positions in naval, joint and combined environments. It also provides students with a sound understanding of military strategy and operational art and to instill in them joint attitudes and perspectives. Graduates of the College of Naval Warfare are awarded a Master of Art in National Security and Strategic Studies. Graduates of the College of Naval Command and Staff are awarded a Naval War College diploma. Nominations are normally due in May with the program beginning in August.

Objectives:

- . Learn to think strategically
- . Enable participants to perform as strategic decision makers in the national security environment
- Learn to plan and conduct joint and combined military operations in support of national and alliance strategic goals

Contact: Terri Harris (202) 366-9437

Transportation Administrative Service Center

Audience: College of Naval Warfare: GS-13 to GS-15 or military equivalent; College of Naval Command and Staff: GS-11 to GS-13 or military equivalent

Length: 10 months

Performance Appraisal Feedback

This session is open to both new and experienced supervisors, and involves role playing, instruction, and open discussion to prepare for performance review meetings.

Objectives:

- . Provide strategies that come before the performance reviews
- . Learn how to open and manage the performance review meeting
- . Learn how to properly perform performance review closure and follow-up

Contact: Deborah M. Cogill (617) 494-2156

Volpe National Transportation Systems Center

Audience: All supervisors and managers

Length: 4 hours

Science of Leadership

This program provides managers and supervisors with the skills needed to perform their management responsibilities. The interactive seminar includes reviews of industry and academic trends, personal assessments, small group analysis, and case examination to help participants master the complex demands of their roles. The program is offered at the Federal Executive Institute in Charlottesville, Virginia.

Objectives:

- . Improve leadership performance
- . Develop team building skills
- . Learn to manage performance issues

Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and supervisors
Length: 3 days

Science of Leadership (Booster)

This seminar is a 2-4 week follow-on to the primary Science of Leadership seminar. It provides attendants with reinforcement skills learned from the primary seminar.

Objectives:

- . Reinforce lessons learned
- . Provide support in applying new techniques
- . Critique events that have occurred

Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and supervisors
Length: 1 day

Seminar on Managerial Competencies

This residential seminar emphasizes managerial skills needed to operate in the context typical of higher-level management jobs in technical, scientific, legal, and specialized fields through experiential learning techniques such as simulations, teambuilding, exercises, and case studies. Case studies are drawn from actual experiences of public sector managers in managing programs and people implementing public policy.

Objectives:

- . Understand strategic outcomes consistent with the Government Performance and Results Act
- . Build skills to develop effective working relationships
- . Improve dispute resolution skills
- . Deal effectively with change and transformation
- . Develop communication and media relations skills
- . Explore public policy implementation issues for Federal managers

Contact: U.S. Office of Personnel Management
Management Development Centers
Western: (303) 844-6181
Audience: Managers at the GS/GM-14 level and above who have moved from technical, scientific, legal, or specialist positions into management positions without the benefit of prior supervisory or management experience and training
Length: 2 weeks

Successful Supervision

This course is an experienced-based course designed to provide new supervisors with the basic knowledge, skills, and abilities necessary to perform as a first-level supervisor. Although it is primarily designed for new supervisors, experienced supervisors who have not had any formal training may also benefit from this course. It is designed to teach new supervisors about their roles and responsibilities so that they can effectively apply them at work.

Objectives:

- . Describe the behavioral requirements, roles, and responsibilities of a first-level supervisor
- . Describe the changing nature of supervision in the 1990s
- Assess your own level of possession of required first-level supervisory behaviors
- . Describe strategies to manage stress and time effectively
- . Describe models and methods of communication
- . Describe the process of active listening
- Describe types of feedback and appropriate uses of each
- Describe the behaviors that differentiate leadership from management
- . Apply situational leadership styles to supervising employees
- . Apply a process to managing performance problems
- Describe strategies to effectively manage work teams and workplace conflicts
- . Solve problems more effectively through the use of a systematic and objective processes
- . Identify strengths and weaknesses in relation to the behavioral requirements of new supervisors

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: New supervisors and experienced supervisors who have not had formal training

Length: 5 days

Supervision and Leadership Skills Seminar

This course is intended to give insight into how to work with and through people to get the work of a team/office done. The course will provide the latest in management and leadership concepts and theory, as well as provide a forum for discussion and resolution of problems encountered on the job to further define and reinforce the participants' leadership role. It also deals with the challenges and opportunities of stepping up to a supervisory/leadership role.

Objectives:

- . Understand and make use of the latest management and leadership concepts and theories which are applicable to the Federal sector
- . Understand and implement the team concept of organizational development and management
- . Understand the value of improved communication with subordinates and peers
- Know what is involved in group problem solving from a management perspective and how to use various problem solving techniques for solutions to their current and anticipated problems
- . Understand their individual leadership/management style, their leadership role, interactions with peers and subordinates, communication styles, and human behavior in general
- Discover the value of participative management, especially as it relates to planning, establishing goals, vision and mission, evaluation strategies, reward and recognition systems, and problem solving

Contact: Ken Gould (202) 366-1163
Federal Highway Administration
Audience: GS-13/14 first level supervisors or team leaders
Length: 5 days

Systems Thinking

This course is designed to provide leaders with the knowledge and skills necessary to analyze specific organizational issues within the context of the larger organizational system and provides practice in designing systemic interventions. Participants enhance their problem solving skills by analyzing complex situations involving shrinking financial resources and increasing responsibilities. It also provides participants with the knowledge and skills to apply systems thinking in the analysis and to design of strategic interventions, and identify individual assumptions and organizational patterns that influence individual and organizational effectiveness.

Objectives:

- . Explain individual assumptions about how the Agency works, and how their individual assumptions may affect decision making processes in specific work-related situations
- . Analyze how these assumptions are restricting learning or innovation in specific work-related situations
- Assess specific organizational situations to identify the system structures and leverage points
- Design alternative ways of systematically addressing specific organizational issues

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development
Audience: Intact work groups, managerial teams, and managers
with 5 or more years of management experience
Length: 5 days

Transportation Issues Seminar

This seminar provides DOT Senior Executives who plan, execute, and evaluate Departmental policy an opportunity to discuss intermodal approaches to national transportation policy issues, enhances their ability to use strategic planning in identifying and addressing existing and long-range national transportation needs, and broadens their understanding of public policy decision-making.

Objectives:

- . Strategically formulate national transportation program goals
- . Contribute to problem solving in the transportation policy area
- . Examine changing conditions in the transportation industry and their implications with peers

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center
Audience: Senior Executives Service (SES) members and Flag Officers; GM-15 managers on an exceptional basis
Length: 3 days

Women's Executive Leadership Program

This developmental program provides supervisory/managerial training and developmental opportunities for high-potential Federal employees preparing them for future opportunities as supervisors and managers. The training takes place in Washington, DC and surrounding residential sites. The formal and informal experiences will require participants to be away from their positions for approximately four months. Other assignments can be completed back on the job. The program components include a residential orientation session, individual needs assessments, individual development plans, one five-day residential training program and one two-week residential training program, one 30-day and one 60-day assignment outside work, cluster group activities including design and delivery of a 3-hour presentation for the entire class, a one-week shadowing assignment, executive interviews, management readings, preparation of an individual impact paper and program closeout. Nominations are normally due in December with the program beginning in May

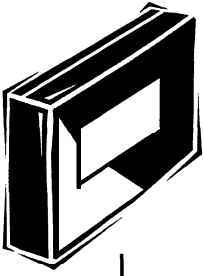
Objectives:

- . Learning objectives vary depending on individual career and developmental objectives stated in participants' Individual Development Plans (IDP)

Contact: Debra Eddington (703) 807-0327
The Graduate School, USDA

Audience: For full-time permanent employees, women and men, at the GS-11/12 level

Length: 1 year



VIDEOS

Be Prepared to Lead

Producer: Toastmasters International and Kantola Productions
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 45 minutes

Being a Leader

Producer: Video Classics
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 45 minutes

Bringing Out the Leader in You

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All supervisors, managers, and team leaders
Length: 23 minutes

Coaching for Top Performance

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All supervisors, managers, and team leaders
Length: 26 minutes

The Effective Manager Seminar Series

Producer: Brian Tracy
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 12 hours

Empowering Others

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for supervisors, managers, and team leaders, but all employees could benefit
Length: 23 minutes

Hidden Assets: Empowering Government Workers

Producer: MTI Film and Video
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for supervisors, managers, and team leaders, but all employees could benefit
Length: 20 minutes

In Search of Excellence

Producer: Nathan/Tyler Productions (based on Tom Peters' book)
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All managers, supervisors, and project or team leaders

Leadership Skills for Women

Producer: Crisp Publications, Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for female supervisors, managers, and team leaders, but all employees could benefit
Length: 25 minutes

Leadership: The Critical Difference

Producer: Brian Tracy
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 4 hours

Learning to Think Like a Manager

Producer: CRM McGraw-Hill Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All supervisors and project or team leaders
Length: 25 minutes

Liberation Management

Producer: Video Publishing House, Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for managers, supervisors, and team leaders, but all employees could benefit
Length: 60 minutes

Managing the Journey (Part 1: Coping with Change & Part 2: Situational Leadership)

Producer: Barr Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Supervisors, managers, and team leaders
Length: 75 minutes total

Managing Organizational Climate

Producer: McGraw-Hill Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All supervisors, project and team leaders
Length: 24 minutes

Mentoring

Producer: Crisp Publications
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for supervisors, managers, team leaders, and mentors, but all employees could benefit
Length: 25 minutes

Motivating People Toward Peak Performance

Producer: Brian Tracy
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 4 hours

Motivation - The Classic Concepts

Producer: CRM McGraw-Hill Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All supervisors and project or team leaders who have not been exposed to these theories
Length: 21 minutes

Paradigm Pioneers

Producer: Charthouse Learning Corporation
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for supervisors, managers, and team leaders, but all employees could benefit
Length: 30 minutes

A Passion for Excellence (sequel to In Search of Excellence)

Producer: Nathan/Tyler Productions and CBS Fox Video
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All executives, managers, supervisors, and team leaders
Length: 63 minutes

Who Cares?

Producer: Crisp Publications
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for supervisors, managers, and team leaders, but all employees could benefit
Length: 25 minutes



BOOKS

50 Activities for Developing Leaders

Author: Lois Hart
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for trainers and facilitators, but managers, supervisors, and team leaders could also benefit
Length: 295 pages

50 Activities for Quality Leadership - Volume 1

Author: Dr. Marlene Caroselli
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for trainers and facilitators, but managers, supervisors, and team leaders could also benefit
Length: 235 pages

Assertive Techniques On-The-Job

Author: Dun & Bradstreet
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: -Workbook

Coaching and Counseling: A Practical Guide for Managers

Author: Marianne Minor
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Anyone who influences, directs, teaches or motivates others
Length: Individual

Executive Leadership

Authors: Mary E. Tramel and Helen Reynolds
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 268 pages

Leader Effectiveness Training: The Foundation for Participative Management and Employee Involvement

Author: Dr. Thomas Gordon
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 269 pages

The Leadership Challenge

Authors: James M. Kouzes and Barry Z. Posner
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 362 pages

Leadership is an Art

Author: Max DePree
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 200 pages

Leadership Jazz

Author: Max DePree
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 250 pages

Managing for Commitment

Author: Carol Kinsey Goman, Ph.D.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration

Audience: Managers and Supervisors
Length: 72 pages

Mentoring Handbook

Author: DOT Office of the Secretary
Human Resources Development Division
Contact: Learning and Development Group (202) 366-4122
Transportation Administrative Service Bureau
Audience: All employees
Length: 79 pages

Quality Leadership Through Empowerment: Standards of Leadership Behavior

Author: Dick Leatherman, Ph.D.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 300 pages

Seven Habits Of Highly Effective People: Powerful Lessons in Personal Change

Author: Stephen R. Covey, Ph.D.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 340 pages

Successful Manager's Handbook

Author: Editor: Personal Decision
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 723 pages

Transforming Leadership: New Skills for an Extraordinary Future

Author: Terry D. Anderson, Ph.D.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 200 pages



AUDIOTAPES

Getting the Best Out of Yourself and Others

Authors: Buck Rodgers and Irv Levey
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 37 minutes

How Managers Make Things Happen

Author: Professor George Ordiorne, University of Michigan
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 45 Minutes

The Inner Game of Management: How to Make the Transition to Managerial Role

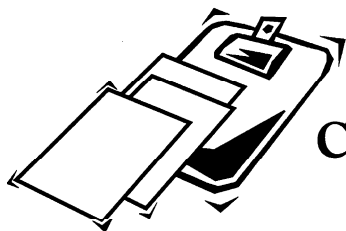
Authors: Eric G. Flamholtz and Yvonne Randle
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: New Managers and Supervisors
Length: 41 minutes

Problem Solving for Executives

Author: John McCollister
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 90 minutes



CUSTOMER FOCUS



COURSES

Dynamics of Transformation

This course prepares a workforce for “mentoring” the change process by establishing a framework for change and developing insights on overcoming political and organizational barriers that may impede the transition. As designed, the course sets a positive direction for implementing and managing change by delivering clear, consistent messages regarding vision, mission, values, goals, and priorities. It focuses on nine elements including leadership, customer focus, strategic planning, teamwork, partnerships, continuous improvement, understanding and valuing diversity, openness to change, and continuous learning which are critical to the transformation process.

Objectives:

- . Understand the compelling reasons for change
- . Understand the driving forces for change
- . Know the overarching vision and values for transforming (i.e., how to best serve customers, work together, treat others)
- . Understand the change “process”
- . Understand the change model and the nine critical elements
- . Know how to cultivate change strategies, overcome resistance, and accept one’s responsibility for change

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: All employees

Length: 1-3 days

Organizational Transformation in the Public Sector

The objective of this residential seminar is support for a customer-focused Government philosophy. Through lectures, workshops, and case-study based simulation, participants receive the information and tools to implement organizational improvement by applying process improvement principles and methodologies to “manage for results.”

Objectives:

- . Understand the scope and dynamics of organizational transformation and total systems change
- . Learn how to implement customer-driven service and to identify and measure impact of customer service
- . Learn basic skills for strategic thinking and process improvement
- . Learn about employee involvement, empowerment, team skills, and how to create an environment that encourages employee participation
- . Manage self-regulating teams
- . Examine the change envisioned by the National Performance Review

Contact: U.S. Office of Personnel Management
Management Development Centers
Eastern: (717) 399-0112
Western: (303) 844-6181

Audience: Managers and key staff at the GS-13 level or above intending to implement continuous improvement in their organizations

Length: 2 weeks

Teambuilding in a Customer Service & Quality Improvement Environment

This is an experiential course that follows the Transformation/Quality Management/Customer Service course and helps organizations make the transition to a quality management and customer focused environment while moving toward an organizational structure centered around teams as a way of doing day-to-day business. It will focus on the practical side of changing to a team concept in a quality management/customer service environment. The course is highly interactive between the instructor and participants to demonstrate the value of teamwork to accomplish tasks.

Objectives:

- . Understand the team concept, the various types of teams and their uses, and the relationship of teams to quality management and customer service
- Know the role of team members and team leaders
- . Apply team principles to possible restructuring of their organization
- Know the stages that a team normally goes through and how to cope with these stages
- . Understand the changes which will occur in relationships between the team members and between the team and those outside of the team
- . Apply problem-solving principles and techniques within a team environment to real, work-related problems
- . Develop, as a minimum, a team mission statement that all team members can work toward everyday

Contact: Ken Gould (202) 366-1163
Federal Highway Administration

Audience: All employees

Length: 2 days

Transformation/Quality Management/Customer Service

This two-day module will focus on the background for the Quality Movement in industry and Government, what change will take place as Government moves in this direction, and how to cope with those changes. It will also cover Quality Management (process improvement, problem solving) principles and techniques, and the value of a customer service orientation in everything we do. Teamwork will be the standard method of operation for the class.

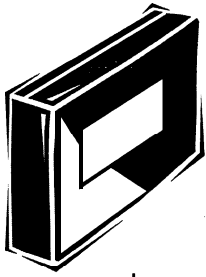
Objectives:

- . Understand the compelling reasons for and the driving forces behind change and the change process
- Know how the changes which we will seeing will affect them and their work, and how good management can ease change into the work environment
- . Be able to develop a personal and unit mission statement that gives them a sense of purpose and belonging
- . Understand the principles, terms, processes and problem solving techniques used in quality management
- . Apply quality management principles, processes, and techniques to improve the services within their own organization
- . Understand the value of customer service and how it can be integrated into every aspect of the organization's work
- . Understand the various kinds of customers, clients, stakeholders, and suppliers that we are involved with and how each fits into our working operations
- . Know how to identify customers, interact with customers, give customers more than they want, and measure customer satisfaction

Contact: Ken Gould (202) 366-1163
Federal Highway Administration

Audience: Personnel at the GS-14 level and below

Length: 2 days



VIDEOS

Building A Customer Driven Organization: The Manager's Role

Producer: CareerTrack
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 94 minutes total (3 tapes)

Determining Caller Needs

Producer: The Telephone "Doctor" (Nancy Friedman)
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 25 minutes

The Hidden Customer

Producer: Salenger Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 19 minutes

How to Deliver Superior Customer Service

Producer: Inc. Magazine
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 1 hour

Measuring Customer Satisfaction

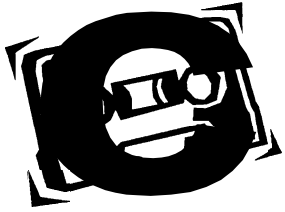
Producer: Crisp Publications
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 30 minutes

The Power of Excellence: The Forgotten Customer

Producer: Video Publishing House
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All managers, supervisors, and project or team leaders who have “customers” that they must work with
Length: 70 minutes

Telephone Doctor #3: From Curt to Courteous

Producer: Nancy Friedman
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for those in receptionist-type positions, but all employees could benefit
Length: 30 minutes



AUDIOTAPES

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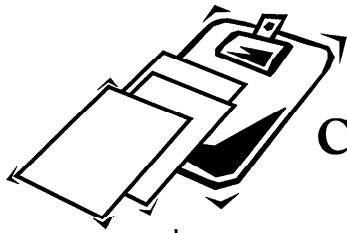
Managing to Keep the Customer: How to Achieve and Maintain Superior Customer Service Throughout the Organization

|

Author:	Robert L. Desatnick
Contact:	Ken Gould (202) 366-1163 or Veronica Wooten (202) 366-6517 Federal Highway Administration
Audience:	All employees
Length:	40 minutes



STRATEGIC PLANNING



COURSES

Strategic Planning Through the Power of Vision

This course provides the skills and knowledge necessary for managers to maximize their leadership role, and to effectively support and lead new organizational directions. A departmental theme is emphasized and instruction is student-centered. Approaches such as self-diagnosis, along with individual and group problem solving are used. Participants complete a “360 degrees” computer-based assessment instrument prior to attending.

Objectives:

- . Understand the difference between leader and manager
- Assess personal leadership strengths and weaknesses
- . Empower managers to lead and manage their organization
- . Managers adopt lifestyle that embraces wellness
- . Discuss and manage organizational diversity
- . Discuss and understand internal/external policies/programs
- . Identify internal and external customers
- . Foster intermodal thinking, learning, and team building
- . Develop and articulate a vision for leader’s organization
- . Develop and articulate a plan for organizational communication implementation
- Receive feedback on leader’s vision

Contact: James McLeese Brown (202) 366-9434
Transportation Administrative Service Center

Audience: GM-14/15 second-level branch or division managers and senior military managers at the Commander and Captain levels

Length: 5 days

Strategic Planning Workshop (GPRA)

The course provides managers with competencies required to write strategic plans, set goals for programs, establish performance measures, and measure performance against the goals.

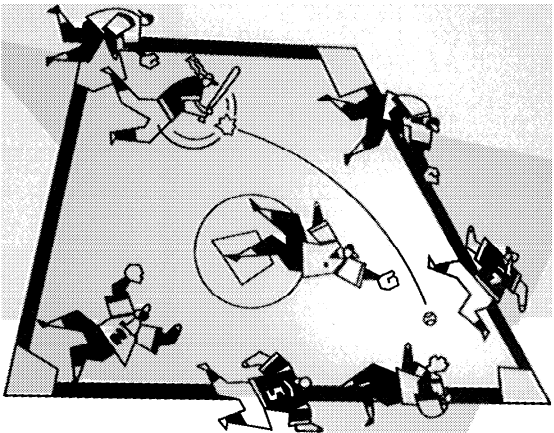
Objectives:

- . Understand the history and requirements of the Government Performance and Results Act of 1993
- . Understand definition of strategy and strategic planning
- . Establish performance goals (outcomes) and objectives
- . Identify and analyze external factors that could affect achievement of the goals and objectives
- . Establish performance indicators to measure the goals (outcomes) to be achieved
- . Identify processes and resources to be used in achieving goals
- . Critique strategic plan

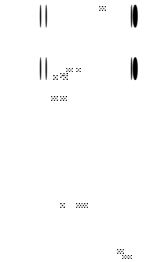
Contact: James McLeese Brown (202) 366-9434
Transportation Administrative Service Center

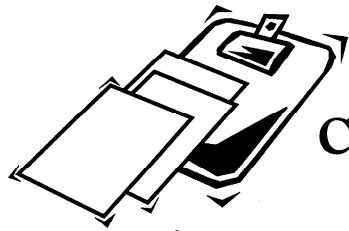
Audience: All managers who have a need to write strategic plans

Length: 2-3 days



TEAMWORK





COURSES

Building Effective Work Teams

This course reflects the changes Government departments are experiencing today. Features include a pre-training consultation with management, team measurement and evaluation skills for improved customer satisfaction, and 16 hours of process-consultation or specific skills training in the work environment for all teams upon completion of the training.

Objectives:

- . Use communication skills to enhance team functioning and therefore productivity
- . Apply analytical and problem solving skills to team tasks for improved efficiency and effectiveness
- . Evaluate team products and services for increased customer satisfaction

Contact: Frederica Burnett (202) 366-6612
Transportation Administrative Service Center

Audience: Intact work teams

Length: 3 days

Individual and Team Effectiveness

This course provides a framework for high performance, both as individuals and as members of teams. In a participatory manner, participants build trust and self-direction, gain insight and self-awareness, and grow toward interdependence. Using the Myers-Briggs type indicator and Stephen Covey's text, *The Seven Habits of Highly Effective People*, participants focus on their personal mission and leave the course with a plan for how they can contribute their own committed actions to their work and the Agency.

Objectives:

- . Enhance trust among its members
- . Implement effective individual and team communication strategies
- . Implement strategies to increase the time spent on issues they can influence at work
- . Clarify goals and roles
- . Identify the principles which guide decision making
- . Create a team mission statement
- . Apply multiple frames of reference to solve complex problems creatively and effectively

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development

Audience: Work groups and newly formed self-managing teams

Length: 3 days

Integrated Product Teams: Working Together Effectively

This course is designed to meet the developmental needs of integrated product team members. These teams work cross-functionally to provide the product and services capabilities necessary to support the Agency's mission. The course focuses on strategies, skills, knowledge, and attitudes that support the process of working together effectively in an empowered culture.

Objectives:

- . Enhance trust among members
- Give and receive feedback in a manner which enhances product quality and team productivity
- . Evaluate the positive impact of managing conflict on team productivity and product quality
- . Identify and apply appropriate verbal and non-verbal communication techniques to accomplish the Product Team goals and objectives
- . Determine strategies to increase team effectiveness
- . Collaborate to develop initial/draft IPT Plan inputs

Contact: Hal Curry (904) 446-7281
FAA Center for Management Development
Palm Coast, Florida

Audience: Integrated product team members

Length: 4 days

Six Secrets of Highly Successful Teams

The Center for Executive Management Training at the United States Merchant Marine Academy presents this powerful, exciting approach to team development. Using classroom instruction, intensive course participation, hands-on simulation exercises, personnel and corporate rating forms, and other innovative activities, this course provides engaging and enlightening learning experiences.

Objectives:

- . Understand the stages of team development
- Learn the three factors of success
- . Learn the six secrets of successful teams
- Learn how to create successful environments to grow teams
- Learn how to select effective team members

Contact: U.S. Merchant Marine Academy (516) 773-5120

Audience: For all staff levels

Length: 5 days

Teambuilding in a Customer Service & Quality Improvement Environment

This course follows the Transformation/Quality Management/Customer Service course and helps organizations make the transition to a quality management and customer focused environment while moving toward an organizational structure centered around teams as a way of doing day-to-day business. It will focus on the practical side of changing to a team concept in a quality management/customer service environment. The course is highly interactive between the instructor and participants to demonstrate the value of teamwork to accomplish tasks.

Objectives:

- . Understand the team concept, the various types of teams and their uses, and the relationship of teams to quality management and customer service
- . Know the role of team members and team leaders
- . Apply team principles to possible restructuring of their organization
- Know the stages that a team normally goes through and how to cope with these stages
- . Understand the changes which will occur in relationships between the team members and between the team and those outside of the team
- . Apply problem-solving principles and techniques within a team environment to real, work-related problems
- . Develop, as a minimum, a team mission statement that all team members can work towards every day

Contact: Ken Gould (202) 366-1163
Federal Highway Administration

Audience: All employees

Length: 2 days

Team Development Workshop

The team development workshops are designed to provide instructional and consultative services to organizations and teams (natural and ad-hoc), tailored to their specific needs. Deliveries may consist of existing developed courses, abbreviated or modified deliveries of existing courses, or facilitation around specific issues (e.g., visioning, team building, goal setting, reengineering, consolidating, transition of leadership, and interpersonal communications training). The overall outcome is to build effective work groups that share a sense of community and a commitment to resolving issues.

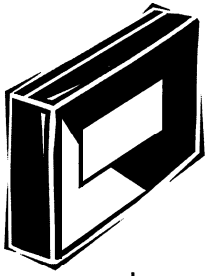
Objectives:

- . Establishment of organizational vision, mission, goals, and objectives
- . Improve interpersonal communication skills
- . Enhanced atmosphere of trust of co-workers and commitment to shared goals
- . Increased appreciation for the value of diversity
- Empowerment of the team to be responsible for solutions and increased understanding of the contribution each member adds to organizational success
- . Effective problem solving and decision making processes
- . Ability to confront and effectively resolve conflicts
- . Matured attitudes about continuous improvement, self assessment, and the responsibility and ability to self manage
- . Clarification of roles and responsibilities

Contact: Bill Masters (904) 446-7132
FAA Center for Management Development
Palm Coast, Florida

Audience: Any work group committed to a common goal

Length: Varies, generally 2-5 days



VIDEOS

Cambridge Case Studies: Competing Through Teamwork

Producer: McNeil/Lehrer Business Reports
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for supervisors, managers, and team leaders, but all employees could benefit
Length: 12 minutes

Group Dynamics: Groupthink

Producer: McGraw-Hill Training Systems
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: .1 hour

Implementing Self-Directed Work Teams

Producer: CareerTrack
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for supervisors, managers, and team leaders, but all employees could benefit
Length: 210 minutes total (3 tapes plus workbook)

Keeping Teams Together

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for supervisors, managers, and team leaders, but all employees could benefit
Length: 20 minutes

Leading the Service Team

Producer: Blue Sky Productions
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration

Audience: Primarily for managers, supervisors, and team leaders (facilitators), and for anyone else who is part of a work team, task force, or focus group
Length: 24 minutes

Team Building: A Blueprint for Success

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Project leaders, supervisors, and managers
Length: 18 minutes

Team Building: Dealing with Different Personalities

Producer: Encyclopedia Britannica Educational Corporation
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Project leaders, supervisors, and managers
Length: 16 minutes

Team Building: Teams and Leaders

Producer: Melrose Productions, Ltd.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Project leaders, supervisors, and managers
Length: 23 minutes

Team Player

Producer: American Media, Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Anyone part of a continuing team or special task group
Length: 21 minutes

A Team of Two

Producer: Cally Curtis Company
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration

Audience: Project leaders, supervisors, and managers, secretaries, and support personnel
Length: 30 minutes

Working Together Works

Producer: Dartnell
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 24 minutes

Workplace Teams - (Building Successful Teams & Helping Teams Succeed)

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 40 minutes total (2 tapes)



BOOKS

50 Activities for Team Building - Volumes 1 & 2

Authors: Glenn Parker and Richard P. Kropp, Jr. (Volume 1) and Mike Woodcock (Volume 2)
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Team leaders and members
Length: 220 pages (Volume 1); 241 pages (Volume 2)

Creating the High Performance Team

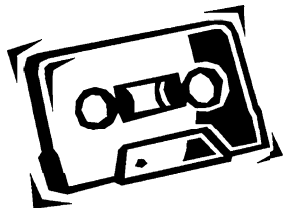
Author: Steve Buchholz and Thomas Roth
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 195 pages

Self-Managing Teams: A Guide for Creating and Maintaining Self-Managed Work Groups

Authors: Diane Bone and Robert F. Hicks, Ph.D.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Those involved in Self-Managing Teams
Length: Individual

The Wisdom of Teams: Creating the High-Performance Organization

Authors: Jon R. Katzenbach and Douglas K. Smith
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: Team leaders and members
Length: 291 pages



AUDIOTAPES

Implementing Self-Directed Work Teams

This four-part audio program explores the idea of self-directed teams for your department. The program describes what self-directed teams are, how they work, and how to create and manage them. An accompanying workbook reviews the key points and provides various exercises and opportunities for performing individual skills inventory

Tape 1 - This first tape discusses the characteristics of Self-Directed Work Teams (SDWT's) and contrasts them with traditional management models.

Tape 2 - This section explores the pre-implementation phase, including the three primary levels of compensation in the Self-Directed Work Team, reducing risks, and knowing obstacles.

Tape 3 - The third section of the course focuses on team training and the implementation phase.

Tape 4 - This last audio tape addresses the post-implementation phase.

Producer: CareerTrack Publications
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors responsible for setting up teams
Length: 4 hours

The Wisdom of Teams: Creating the High-Performance Organization

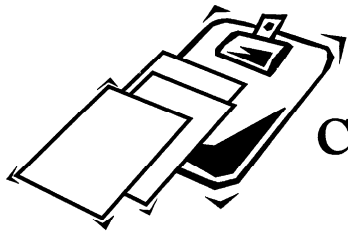
Authors: Jon R. Katzenbach and Douglas K. Smith
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: Team leaders and members
Length: 90 minutes

Managing Without Managers

Producer: ODT, Inc.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 2 hours



PARTNERSHIPS



COURSES

Alternate Dispute Resolution: Mediated/Facilitated Problem Solving

This course is designed to provide participants with a theoretical background as well as practical skills in applying sound mediation practices and principles while managing/resolving disputes in the new labor-management partnership environment. Participants will address implementation issues and learn to utilize a full range of effective mediation skills, techniques and strategies.

Objectives:

- . Identify the key basis for ADR within the Federal Government
- . Determine appropriate uses for ADR
- . Distinguish among unassisted, assisted and third-party decision-making methods, including advantages/disadvantages
- . Discuss the new partnership environment within the Federal Government and compare/contrast similarities and differences between partnering and labor-management partnerships

Contact: Learning and Development Group (202) 366-6612
Transportation Administration Service Center

Audience: Supervisors and Managers, Labor and Employee Relations Specialists, Union Representatives who are Federal Employees, Agency Legal Staffs, members of Partnership Councils, EEO Managers, ADR Specialists and Regulatory Policy Makers

Length: 2 days

Conflict Resolution

This course is intended to analyze interpersonal conflict: what it is, why it can be valuable, and how to deal with it. It deals with conflict on three levels: from a managerial standpoint - how to deal with conflict between you and an employee, and how to deal with conflicts which arise between employees who work for you; from a personal standpoint - how to deal with conflict between you and your peers; and from a managing up standpoint - how to deal with conflict between you and your boss.

Objectives:

- ^a Generate new ideas on how to handle conflict situations
- . Promote change and growth in an organization
 - . Be more creative in problem solving related to conflict
 - . More easily clarify issues involved in conflict management

Contact: Doris Ann Damewood (202) 366-1935
Federal Highway Administration

Audience: Managers, supervisors, and team leaders

Length: 2 days

Creating Partnerships in a New Environment

This course introduces managers and human resource (HR) professionals to a partnering environment, where information is shared and the norm is a means of contributing to organizational success as well as an environment where HR professionals are viewed as assets rather than liabilities.

Objectives:

- Identify and use advanced partnering and management techniques
- Evaluate and improve change management and planning strategies
- Practice communication skills and problem solving techniques
- Identify and use basic information resources for problem-solving
- Practice and evaluate quality team management skills

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: Managers and Human Resources professionals

Length: 3 days

Dealing with Difficult People

When working on complex projects, with tight time and budget constraints, personal relationships and working styles can hinder productivity and team and customer relations. Many supervisors and employees avoid confronting difficult people because of their own feelings of discomfort, or for fear of putting off an important contributor to the project's success. Managing around difficult people, and enabling other employees to work with them, challenges supervisors and employees to leverage a variety of approaches and styles in the work group to maximize productivity and employee satisfaction.

Objectives:

- Acknowledge that **conflict** is inevitable, predictable, and can be healthy for both individuals and organizations
- Recognize and identify behavior of difficult people
- Analyze and predict an intervention strategy that will **diffuse** difficult behavior
- Think clearly, listen actively, and act effectively with difficult people, even when feeling strongly
- Manage confrontations and resolve complaints with difficult people so that they are opportunities for change and growth rather than punishment and bad feelings
- Predict and prevent further problems with situational or chronic **difficult** people and become less a target for their behavior

Contact: Doris Ann Damewood (202) 366-1935
Federal Highway Administration

Audience: Managers, supervisors, and team leaders

Length: 2 days

Interest-Based Negotiations

This course provides a framework for labor and management representatives to engage in a negotiating process of joint problem solving to develop agreements that maximize gains for both parties.

Objectives:

- . Distinguish between interest-based and position-based bargaining
- . Develop a strategy for identifying options for mutual gains that focus on interest, not positions
- . Practice problem solving skills in a negotiation setting
- . Identify objective criteria for evaluating various options and apply in mock negotiations
- . Focus on interests, not positions
- . Identify institutional (labor and management) support structure required to facilitate negotiations

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: Labor Relations Specialists, Federal Employees who are Union Representatives, Supervisors and Managers

Length: 3-4 days

Labor-Management Relations

This course provides information and skill-building for supervisors to use in their relationships with unions. Participants learn about creating effective labor-management relationships in the workplace through an understanding of the rights and responsibilities defined by law, contracts, and executive orders and by acting in partnership.

Objectives:

- . Recognize how Statute and Executive Order 12871 apply to workplace relationships
- . Identify union/management/employee responsibilities in contract administration
- . Practice the basic principles of interest-based bargaining
- . Practice collaborative behaviors that will transfer to the workplace

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development

Audience: Supervisors and managers working with bargaining unit employees; others who can enhance partnership through labor relations principles

Length: 5 days

The Partnership Challenge

This course is intended for “true pairs” that desire to create a more collaborative working relationship. It uses experiential learning to provide the knowledge of formal and informal partnership roles and gives the participants the skills required to be in full collaboration when working through issues in the workplace.

Objectives:

- Choose to value differences of others by using behavior and language which communicates appreciation
- . Identify mutual values
- . Recognize whether individual behavior impedes or enhances partnership
- . Identify and describe the roles and responsibilities of both partners

- . Resolve a work issue by applying interest-based problem solving strategies
- . Identify specific ways the partners can build a stronger partnership
- . Identify interest-based negotiating techniques that work in actual workplace issues

Contact: Roberta Sappington (904) 446-725 1
FAA Center for Management Development

Audience: Any pair involved in a collaborative relationship

Length: 4.5 days

Principles Of Partnership - Conceptual Overview

This course provides an overview of the basic requirements of preparing for partnerships as well as requirements of partnerships in the framework of Federal sector labor-management relations.

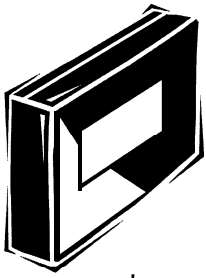
Objectives:

- . Understand the dynamics of group processes
- . Differentiate partnerships from contractual and statutory requirements
- . Identify stages and frameworks for partnerships

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: Executives, Supervisors and Managers, Labor Relations Specialists, Union Representatives who are Federal Employees, Agency Legal Staffs, members of Partnership Councils, Organizational Development Specialists

Length: 1 day



VIDEOS

Conflict: Managing Under Pressure

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All managers, supervisors, and team leaders
Length: 25 minutes

Dealing with Conflict: How to Make Conflict Work for Your Organization

Producer: Salenger Films, Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 19 minutes

Effective Negotiations

Producer: EFN Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for project managers who must bargain, negotiate, and resolve conflicts to get what they need, but all employees could benefit
Length: 35 minutes

Solving Conflict

Producer: American Media, Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Supervisors, managers, and team leaders
Length: 21 minutes

Successful Negotiating

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 27 minutes

Wishing Won't Make it So

Producer: Cally Curtis Company
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 28 minutes

Working Partners - The Secretary/Manager Team

Producer: CRM McGraw-Hill Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and secretaries should view this tape together
Length: 15 minutes



BOOKS

Men and Women: Partners at Work

Authors: George Simons and Deborah Weissman
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 110 pages

The New Partnership: Women and Men in Organizations

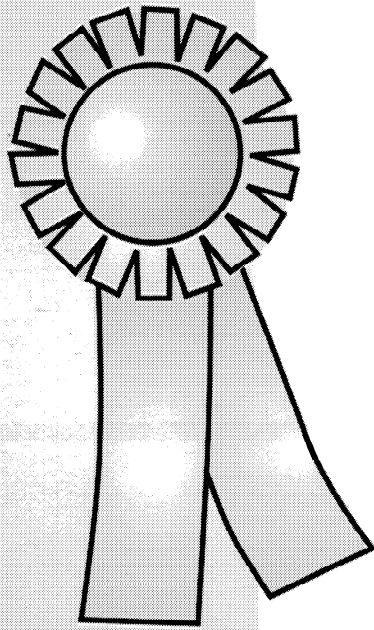
Author: Nina L. Colwill
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 185 pages



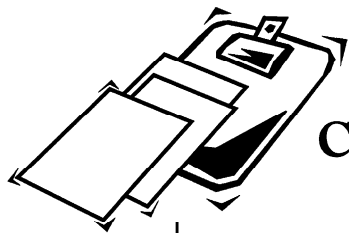
AUDIOTAPES

The Secrets of Power Negotiating

Producer: Roger Dawson
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 12 hours



CONTINUOUS IMPROVEMENT



COURSES

Facilitator Training Course

This course is intended for those employees who have or are expected to have primary responsibilities as facilitators in quality effort programs such as employee involvement, quality through partnership, total quality management, and organizational development. Methodologies in the course are primarily experiential and students will demonstrate effective facilitation techniques.

Objectives:

- . Increase self-awareness of personal skills as group facilitator
- Assess group dynamics and establish a trusting environment
- . Facilitate a discussion to the point of conclusion
- . Implement techniques for setting context, brainstorming, clarifying
- . Stimulate discussions without inadvertently affecting the direction or outcome using appropriate questioning techniques

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development

Audience: Individuals responsible for facilitating small groups

Length: 5 days

How to Do Training Evaluation

This course is designed to equip employees with the necessary skills to conduct evaluations of training programs and activities. Topics include planning and evaluation, data collection (especially the use of interviews and questionnaires), sampling techniques, data analysis, report writing, and evaluation follow-up.

Objectives:

- . Describe the context of evaluation in terms of Instructional Systems Design and performance development systems
- . Describe the purpose and types of training evaluation, and the general steps for conducting any level of evaluation
- Given a training case study, critique the adequacy of its Level 1 evaluation plan and measurement tools
- . Select appropriate types of Level 2 measurement tools and determine how Level 2 evaluation can be used more effectively in the organization
- Describe the elements of Level 3 evaluation and plan a Level 3 evaluation for a given situation
- . Determine when to conduct Level 4 evaluation and critique a Level 4 evaluation design
- Describe and apply evaluation vendor management techniques
- . Prepare a personal action plan for applying training evaluation knowledge and skills

Contact: Holly Schneider (202) 267-3252
Federal Aviation Administration

Audience: GS-9 or above personnel who have evaluation responsibilities as either collateral or full-time duties

Length: 4 days

Instructor/Facilitator Workshop

This course addresses the application of adult learning principles and four facilitation skills to technical training. Participants learn effective techniques for delivering skills training to adults from instructor demonstrations and class participation. They also learn how to create and use activities that can influence attitudes (affective domain), how to create and use activities that build skills and knowledge (psychomotor and cognitive domains), and how to create and develop interactive activities. Participants also learn how to develop and effectively use visuals and other training support materials and make several presentations that are videotaped and then receive one-on-one feedback.

Objectives:

- Explain adult learning guidelines and their importance in conducting effective training programs
- Describe various positive motivation techniques that can be used in training
- Demonstrate facilitation skills that increase training effectiveness
- Demonstrate effective questioning techniques that facilitate adult learning
- **Identify** strategies for handling challenging situations in the classroom
- Develop and use various training aids

Contact: Sally L. Tingle **(405) 949-0036 ext. 338**
Transportation Safety Institute

Audience: All employees

Length: 4.5 days

Organizational Transformation in the Public Sector

The objective of this residential seminar is support for a customer-focused Government philosophy. Through lectures, workshops, and case-study based simulation, participants receive the information and tools to implement organizational improvement by applying process improvement principles and methodologies to “manage for results.”

Objectives:

- Understand the scope and dynamics of organizational transformation and total systems change
- Learn how to implement customer-driven service and to **identify** and measure impact of customer service
- Learn basic skills for strategic thinking and process improvement
- Learn about employee involvement, empowerment, and team skills, as well as how to create an environment that encourages employee participation
- Manage self-regulating teams
- Examine the change envisioned by the National Performance Review

Contact: U.S. Office of Personnel Management
Management Development Centers
Eastern: (717) 399-0112
Western: (303) 844-6181

Audience: Managers and key staff at the **GS-13** level or above
intending to implement continuous improvement in their organizations

Length: 2 weeks

Process Reengineering Course

This workshop provides instruction in the principles of organizational design and the procedures for process reengineering. Emphasis is placed on “grounding” the participants in an actual organizational experience in which they must reengineer the central process in order to become more competitive. Participants will also examine the impacts of a process reengineering on the support systems of the organization.

Objectives:

- Describe consequences of a poorly designed organizational process
- State and apply the principles of organizational design
- Be able to apply process reengineering to simulated organization
- Describe the benefits of process reengineering
- Define the role of a process reengineering leader

Contact: Robert Welp (405) 954-6914

Federal Aviation Administration Academy

Audience: Managers with multi-function responsibilities to Senior Executive Service

Length: 2 days

Staff Work Course

The course provides staff personnel with the knowledge and skills that will enable them to perform effectively in the role of support to management and the agency. Key areas of concentration are in **staff and** organizational relationships, effective writing and speaking, and problem solving. Major subdivisions of the course are roles and responsibilities, problem solving, communication (written and oral), planning and controlling work, data collection and presentation, and staff studies. A major concentration of class time is devoted to a “hands-on” working through a complete staff study process.

Objectives:

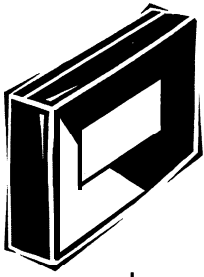
- Explain the roles and responsibilities of a staff person with emphasis on the distinction between line and staff and ethical practices
- Demonstrate the ability to read, digest, synthesize, and summarize key points from studies, research, or other written materials
- Prepare an executive summary of a completed staff study and present a briefing giving the highlights of the study
- Use a systematic problem solving process in a simulated work situation
- Demonstrate an understanding of the effects of divergent view of stakeholders and resource people
- Demonstrate techniques of data-gathering, collation, analysis, presentation, and coordination
- Gain confidence in assuming the staff support role to supervisors or managers

Contact: Roberta Sappington, Ph.D. (904) 446-7251

FAA Center for Management Development

Audience: Individuals responsible for the preparation and delivery of completed staff work

Length: 4.5 days



VIDEOS

Achieving Results Through Quality Improvement

Producer: American Media, Inc.
Contact: Ken Gould (202) 3664163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for managers, supervisors, and team leaders, but all employees could benefit
Length: 27 minutes

Building a Great Place to Work

Producer: The Gallup Organization
Contact: Ken Gould (202) 3664163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 22 minutes

Discovering the Future: The Business of Paradigms

Producer: Charthouse Learning Corporation
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 38 minutes

Excellence in the Public Sector

Producer: Enterprise Media Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All managers, supervisors, and project or team leaders
Length: 60 minutes

The New Workplace

Producer: Quality Media Resources
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: One tape for managers; one tape for all employees
Length: 2 videotapes in set: 23 minutes each

The Power of Vision (sequel to The Business of Paradigms)

Producer: Charthouse Learning Corporation
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 38 minutes

Quality in the Office

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for managers, supervisors, and team leaders, but all employees could benefit
Length: 20 minutes

Quality Service in the Public Sector

Producer: American Media, Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Best for new employees during orientation programs, but would work for all employees as part of quality management program
Length: 24 minutes

Quality: The Big Picture

Producer: Salenger Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 17 minutes

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Total Quality Management (TQM): A Quest for Quality

Producer: The Tennant Company
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 45 minutes



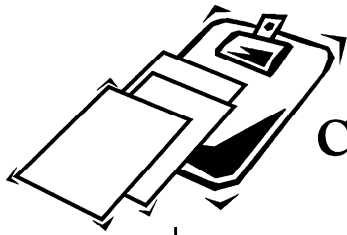
BOOKS

Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector

Authors: Ted Gaebler and David Osborne
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 405 pages



UNDERSTANDING AND VALUING DIVERSITY



COURSES

Experiential Workshop on Disability Awareness

This course provides all employees with opportunities to increase their awareness, knowledge base, sensitivity and insight into the diversity presented by persons with disabilities through interactive exercises, discussions, and guest speakers.

Objectives:

- Advocate for more reasonable and realistic accommodations for disabled persons both in and out of the workplace
- Develop an enhanced appreciation for the dignity and worth of persons with disabilities
- Experience significantly increased sensitivity to the needs of adults with disabilities
- Understand the implications of at least three accessibility concerns, i.e. physical access, program access and attitudinal access
- Be aware of architectural, program and attitudinal barriers to the full and equal access and treatment of disabled persons
- Via role play and simulation, understand the implications of at least two disability categories and/or combinations of categories
- Learn techniques for appropriate interaction with disabled persons, i.e., how to offer assistance to a blind person

Contact: Ken Tiktin (202) 366-5840
Transportation Administrative Service Center

Audience: All employees

Length: 6 hours

Managing Diversity for All Employees

This course offers participants a full overview of the concepts for managing diversity. It assists participants in the development of a comprehensive and working understanding of managing diversity, making a clear distinction between affirmative action and diversity, and understanding and valuing differences as compared to managing diversity. It enables the participant to return to the work environment and apply the managing diversity concepts in the development of business actions.

Objectives:

- Define managing diversity
- Provide employees with the tools necessary to identify organizational and cultural barriers
- Distinguish between managing diversity, affirmative action and understanding differences
- Identify the processes for integrating diversity into the organization's mission and goals
- Development of a personal and organizational diversity action plan

Contact: Minas Roros (202) 366-1983
Transportation Administrative Service Center

Audience: All employees

Length: 1 day

Managing Diversity for Managers and Supervisors

This course offers participants a full overview of the concepts for managing diversity. It assists participants in the development of a comprehensive and working understanding of managing diversity, making a clear distinction between affirmative action and diversity, and understanding and valuing differences as compared to managing diversity. This course enables the participant to return to the work environment and apply the managing diversity concepts and strategies to actual work situations. Managers will be able to articulate the Department's business rational for managing diversity.

Objectives:

- . Define managing diversity
- . Provide managers with the tools to identify organizational and cultural barriers and provide strategies to manage diversity in their work units
- . Distinguish between managing diversity, affirmative action and understanding differences
- . Identify the processes for integrating diversity into the organization's mission and goals
- . Development of a personal and organizational diversity plan of action

Contact: Minas Roros (202) 366-1983
Transportation Administrative Service Center

Audience: Managers and Supervisors

Length: 3 days

Managing Diversity in the Workplace

The overall goal for this course is to improve the level at which managers and supervisors effectively manage a diverse workforce.

Objectives:

- Recognize the relationships between the following policies and directives, and their relationships to diversity initiatives, including affirmative action, workforce 2000, and EEO
- . Define and identify general examples of stereotyping, as well as identifying personal stereotypes and recognizing their origins
- . Define biased decision making and its relationship to stereotyping
- . Identify diversity related needs or barriers in the workplace and recognize the consequences when such barriers are not confronted
- . Define quality and the quality improvement process
- . Explain the relationship of managing diversity to the agency's mission statement and to the quality efforts within the agency
- . Identify strategies for building, retaining, and managing diversity
- . Create an implementation plan designed to apply new learning in the work environment

Contact: Phyllis Marson (904) 446-7258
FAA Center for Management Development

Audience: Managers and Supervisors

Length: 5 lessons taken at student's convenience

Valuing Diversity

This highly interactive seminar is set in a relaxed atmosphere to minimize anxiety. The workshop uses role play, humor, and games to better understand our colleagues and be aware of and accept differences in people.

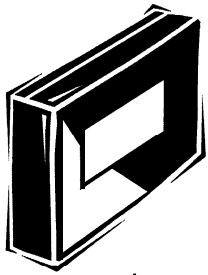
Objectives:

- Eliminate prejudices in the workplace
- Provide an understanding of differences

Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center

Audience: New employees

Length: 3 hours



VIDEOS

Culture: Alive and Well and Living in the Workplace

Producer: NAEYC
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 60 minutes

Dealing with Diversity

Producer: American Media, Inc.
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration or
Joan Simpson (202) 366-6391
Transportation Administrative Service Bureau
Audience: All employees
Length: 26 minutes

The Diversity Series

Producer: Quality Media Resources
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: Total time 4 videotapes; 1 hour and 17 minutes

The Dynamics of Diversity

Producer: American Media, Inc.
Contact: Joan Simpson (202) 366-6391
Transportation Administrative Service Bureau
Audience: AU employees
Length: 49 minutes

The Hidden Resource

Producer: U.S. Department of Labor
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers, supervisors, team leaders and personnel specialists responsible for agency programs
dealing with disabled individuals
Length: 20 minutes

Let's Talk Diversity!

Producer: American Media, Inc.
Contact: Joan Simpson (202) 366-6391
Transportation Administrative Service Bureau
Audience: All employees
Length: 23 minutes

A Little Accommodation

Producer: U.S. Office of Personnel Management and the Veterans Administration
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers, supervisors, team leaders and personnel specialists responsible for agency programs
dealing with disabled individuals
Length: 23 minutes

Looking Ahead: Preparing to Meet the Future

Producer: Video Initiatives
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 60 minutes

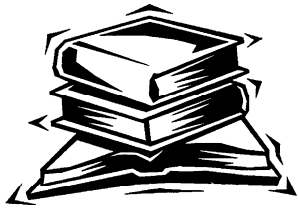
There's No Such Thing as Woman's Work

Producer: U.S. Department of Labor
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 30 minutes

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Valuing Diversity

Producer: Copeland Griggs Productions
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 7 tapes (30 minutes per tape)



BOOKS

50 Activities for Managing Cultural Diversity

Author: Terri Dickerson-Jones
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 197 pages

Beyond Race and Gender

Author: Roosevelt Thomas
Contact: Minas Roros (202) 366-1983
Transportation Administrative Service Bureau
Audience: All employees
Length: 300 pages

Breaking Into the Boardroom: What Every Woman Needs to Know

Author: Jinx Mella
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 167 pages

Breaking Through the Glass Ceiling

Author: American Society for Public Administration
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 87 pages

Breaking with Tradition

Author: Felice N. Schwartz
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 330 pages

Bridging Cultural Barriers for Corporate Success

Author: Sondra Thiederman, Ph.D.
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 256 pages

Created Equal: Why Gay Rights Matter to America

Authors: Michael Nava and Robert Dawidoff
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 175 pages

Culturgrams: The Nation Around Us - Volumes 1 & 2

Author: The David M. Kennedy Center for International Studies
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 250 pages (each volume)

Differences Do Make a Difference

Author= R. Roosevelt Thomas, Jr.
Contact= Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length:' 155 pages

The Diversity Advantage: How American Business Can Outperform Japanese and European Companies in the Global Marketplace

Authors: John P. Fernandez and Mary Barr
Contact= Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 332 pages

Diversity and Development: Increasing the Productivity of a Diverse Workforce

Author: J. Howard & Associates, Inc.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: Individual

The Feminine Mystique

Author: Betty Friedan
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 452 pages

Gay Issues in the Workplace

Author: Brian McNaught
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 151 pages

Good for Business: Making Full Use of the Nation's Human Capital

Author: Compiled by the Department of Labor
Contact: Minas Roros (202) 366-1983
Transportation Administrative Service Bureau
Audience: Supervisors and Managers, Diversity and Personnel Professionals, Civil Rights Professionals
Length: 242 pages

Mile and Female Realities

Author: Joe Tannenbaum
Contact: Minas Roros (202) 366-1983
Transportation Administrative Service Bureau
Audience: All employees
Length: 190 pages

The Managerial Women: The Survival Manual for Women in Business

Authors: Margaret Hennig and Anne Jardim
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 255 pages

Managing a Diverse Work Force: Regaining the Competitive Edge

Author: John P. Fernandez
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 315 pages

Managing Workforce 2000

Authors: David Jamieson and Julie O'Mara
Contact: Minas Roros (202) 366-1983
Transportation Administrative Service Bureau
Audience: All employees
Length: 240 pages

Megatrends

Author: John Naisbitt
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 283 pages

Organizational Culture and Leadership

Author: Edgar H. Shein
Contact: Minas Roros (202) 366-1983
Transportation Administrative Service Bureau
Audience: Managers and Supervisors
Length: 392 pages

Profiting in America's Multicultural Marketplace

Author: Sondra Thiederman
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 262 pages

The Superwoman Syndrome

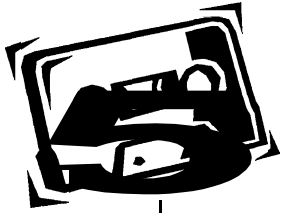
Author: Majorie Hansen S haevitz
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 330 pages

Woman to Woman: From Sabotage to Support

Author: Judith Briles
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 310 pages

Working Together: How to Become More Effective in a Multicultural Organization

Author: George Simons
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 76 pages



AUDIOTAPES

Cultural Diversity

Producer: ODT, Inc.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 3 hours

Image and Self-Projection for Women

Producer: CareerTrack Publications
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 4 hours

The Internal Selling of a Valuing Cultural Diversity Program

Producer: ODT, Inc.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 1 hour



COMPUTER - BASED INSTRUCTION

Managing Diversity in the Workforce

This program provides insight and guidance for managing a workforce that continues to grow more diverse.

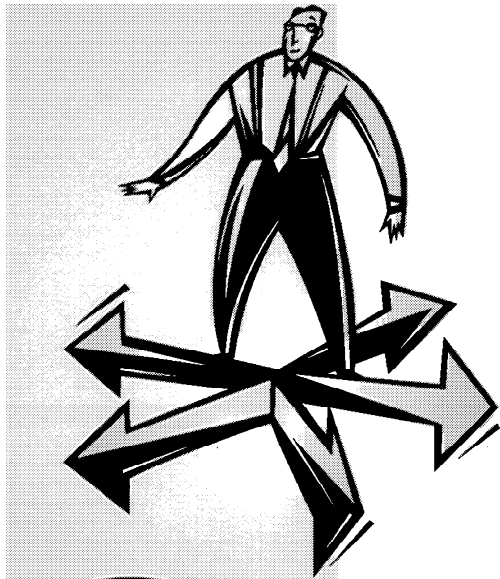
Objectives:

- . Define Managing Diversity
- . Provide managers with the tools to identify organizational and cultural barriers and provide strategies to manage diversity in their work units
- . Identify the processes for integrating diversity into the organization's mission and goals

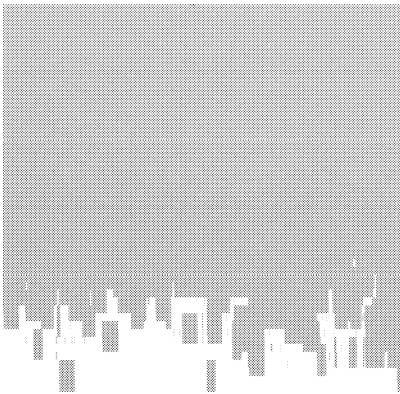
Contact: Worklife Specialists **(202) 366-6389**
DOT Connection Customer Service Center

Audience: Managers and Supervisors

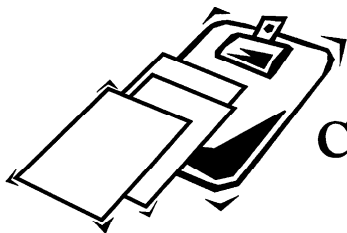
Length: 8 hours



OPENNESS To CHANGE



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COURSES

Change Agent Workshop

This course is designed for internal consultants and experienced facilitators who are actively engaged or soon to be engaged with working groups. It provides participants an opportunity to enhance their effectiveness in supporting groups in resolving complex problems leading to systemic organizational change. The participant will practice forming consulting relationships, working with a customer organization, and terminating the customer relationship when appropriate.

Objectives:

- Identify roles and values and self-assess current abilities as a Change Agent Receive and give others feedback
- Recognize that values, attitudes, biases and prejudices impact decision making and effectiveness of teams
- Model behaviors that are appropriate as a Change Agent
- Understand the Organization Development dynamics and intervention models
- Evaluate and prescribe an appropriate problem solving strategy or conflict resolution intervention
- Develop strategies for influencing groups
- Explore the dynamics of Change theory; identify barriers to change and develop strategies to overcome them

Contact: Roberta Sappington (904) 446-7251
FAA Center for Management Development

Audience: Facilitators who are actively involved in the role of supporting organizational change

Length: 5 days

Creativity, Problem Solving, and Change

This course is taught by using a combination of lecture, discussion, audio/visual aids and individual and group exercises. The exercises will be the primary focus for individuals to learn to be more creative and innovative in their approach to their work and in problem solving in particular. The course also deals with looking to the future and actively seeking and adapting to the changes that will occur. Managing change and coping with changes that are necessary or imposed will also be a major topic for discussion.

Objectives:

- Enhance individual creative skills, patterns, processes and potential
- Develop the knowledge and skills associated with problem solving, cognitive styles and typical approaches used by individuals/groups
- Develop knowledge about the change process and ways to manage and cope with change at various levels

Contact: Ken Gould (202) 366-1163
Federal Highway Administration

Audience: Program managers at the GS-11 through 15 level; other employees depending on need

Length: 3 days

Dynamics of Transformation

This course prepares a workforce for mentoring the change process by establishing a framework for change and developing insights on overcoming political and organizational barriers that may impede the transition. As designed, the course sets a positive direction for implementing and managing change by delivering clear, consistent messages regarding vision, mission, values, goals, and priorities. It focuses on nine elements critical to the transformation process including leadership, customer focus, strategic planning, teamwork, partnerships, continuous improvement, understanding and valuing diversity, openness to change, and continuous learning.

Objectives:

- . Understand the compelling reasons for change
- . Understand the driving forces for change
- . Know the overarching vision and values for transforming (i.e., how to best serve customers, work together, treat others)
- . Understand the change “process”
- . Understand the change model and the nine critical elements
- . Know how to cultivate change strategies, overcome resistance, and accept one’s responsibility for change

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: All employees

Length: 1-3 days

HR Professional as a Consultant/Change Agent Phase 1

This course provides an overview of the new consultant role and offers opportunities to enhance and practice corresponding interpersonal and management skills.

Objectives:

- To explore current cultural and organizational changes within Human Resource (HR) systems
- . To gain new insights about the changing role for the HR professional
- . To begin building an HR professional intermodal network
- . To learn and/or practice the skills, knowledge, and competencies required for HR consultant and change agent roles

Contact: Learning and Development Group (202) 366-6612
Transportation Administrative Service Center

Audience: Human Resources professionals

Length: 3 days

Managing Change

This course provides participants with an opportunity to increase personal awareness about attitudes, approaches, perspectives, and possible reactions to change through a discussion of the Agency’s major change initiatives. Participants provide feedback to each other and discuss the impact and effectiveness of previously held and newly formed perspectives. Students create strategies to apply their learning in the workplace with support from peers.

Objectives:

- . Approach change from the perspective of openness and possibility
- . Express a positive approach to current Agency change efforts
- . Develop effective facilitation strategies for implementing change
- . Inquire successfully into areas of ambiguity, difficulty, and uncertainty

Contact: Roberta Sappington, Ph.D. (904) 446-7251
FAA Center for Management Development

Audience: Intact work teams and individuals who are implementing change in their organization

Length: 5 days

Organizational Transformation in the Public Sector

The objective of this residential seminar is support for a customer-focused Government philosophy. Through lectures, workshops, and case-study based simulation, participants receive the information and tools to implement organizational improvement by applying process improvement principles and methodologies to “manage for results.”

Objectives:

- . Understand the scope and dynamics of organizational transformation and total systems change
- Learn how to implement customer-driven service and to identify and measure impact of customer service
- . Learn basic skills for strategic thinking and process improvement
- . Learn about employee involvement, empowerment, team skills, and how to create an environment that encourages employee participation
- . Manage self-regulating teams
- Examine the change envisioned by the National Performance Review

Contact: U.S. Office of Personnel Management
Management Development Centers
Eastern: (717) 399-0112
Western: (303) 844-6181

Audience: Managers and key staff at the GS-13 level or above intending to implement continuous improvement in their organizations

Length: 2 weeks

Revitalizing the Work Force: Dealing with the Shock Waves of Organizational Transition

The Center for Executive Management Training at the United States Merchant Marine Academy presents this fast-paced, highly interactive course for organizations desiring to enhance their employees' effectiveness during transition. Through specially developed assessment instruments and experiential exercises, participants engage in an exciting process of discovering, discussing, and practicing the tools and techniques for Revitalizing the Work Force.

Objectives:

- Learn ten elements of a vital organization
- Learn how to slim down and shape up for competition
- . Learn the six keys for revitalization and the four steps for renewal

Contact: U.S. Merchant Marine Academy (516) 7734120
Audience: Employees who are working with organizations experiencing downsizing and critical change
Length: 5 days

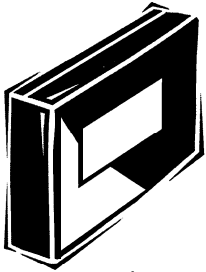
Transformation/Quality Management/Customer Service

This two-day experiential module will focus on the background for the Quality Movement in industry and Government, what change will take place as Government moves in this direction, and how to cope with those changes. It will also cover Quality Management (process improvement, problem solving) principles and techniques, and the value of a customer service orientation in everything we do. Teamwork will be the standard method of operation for the class.

Objectives:

- Understand the compelling reasons for and the driving forces behind change and the change process
- Know how the changes which we will see will affect them and their work, and how good management can ease change into the work environment
- Be able to develop a personal and unit mission statement that gives them a sense of purpose and belonging
- Understand the principles, terms, processes and problem solving techniques used in quality management
- Apply quality management principles, processes, and techniques to improve the services within their own organization
- Understand the value of customer service and how it can be integrated into every aspect of the organization's work
- Understand the various kinds of customers, clients, stakeholders, and suppliers, that we are involved with and how each fits into our working operations
- Know how to identify customers, interact with customers, give customers more than they want, measure customer satisfaction

Contact: Ken Gould (202) 366- 1163
Federal Highway Administration
Audience: Personnel at the GS-14 level and below
Length: 2 days



VIDEOS

All Change: Parts 1 & 2

Producer: Video Arts
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for supervisors and managers, but all employees could benefit
Length: 28 minutes (Part 1); 25 minutes (Part 2)

Managing People Through Change

Producer: Barr Films
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All supervisors, managers, and team leaders
Length: 19 minutes



BOOKS

25 Training Activities for Creating and Managing Change

Authors: Dave Francis and Mike Woodcock
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for trainers and facilitators, but managers, supervisors, and team leaders would also benefit
Length: 252 pages

Activities for Achieving Change

Authors: Barry Fletcher with Ann Bell, John Buttery and Mike Whittaker
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily designed for trainers, it also is useful for managers, supervisors, team leaders, and facilitators
Length: 415 pages

Adapting to Change: Making it Work for You

Author: Carol K. Goman
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 250 pages

The Change Masters

Author: Rosabeth Moss Kanter
Contact: Worklife Specialists (202) 366-6389
DOT Connection Customer Service Center
Audience: All employees
Length: 432 pages

Managing Organizational Change

Authors: Cynthia D. Scott, Ph.D., and Dennis T. Jaffe, Ph.D.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 275 pages

New Traditions in Business

Author: Edited by John Renesch
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: Managers and Supervisors
Length: 200 pages

The Reengineering Handbook: A Step by Step Guide to Business Transformation

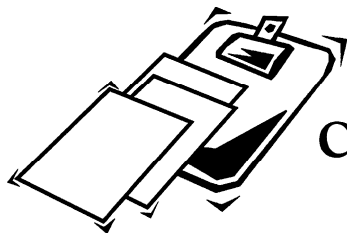
Authors: Mark Klein and Ray Manganelli
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Managers and Supervisors
Length: 318 pages

The Tom Peters Seminar: Crazy Times Call for Crazy Organizations

Author: Tom Peters
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 291 pages



CONTINUOUS LEARNING



COURSES

Career Planning: Opening the Door to Your Future

The focus of this training is increased employee awareness of their responsibility for planning their own careers. The course, which is appropriate for any grade level, will help employees develop skills to identify career goals more effectively, explore options, and maximize the use of their talents and capabilities. Participants will learn various career planning methods, how to use self assessment tools, how to find resources, and how to develop action plans to meet individual career development and organizational workforce goals.

Objectives:

- . Identify and define roles of employee, manager and career counselor in the career planning process
- . Assess personal interests, define personal success, determine willingness to invest the time, effort, resources, and mobility needed to succeed
- . Evaluate alternatives and develop a timetable

Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center

Audience: All employees

Length: 2 days

Managing Personal Growth

This workshop helps employees recognize that they are responsible for their own career/personal development and job satisfaction. As career development is each individual's own responsibility, this is a voluntary workshop which is most effective when presented to employees who choose to participate. Before the workshop begins, employees and their immediate supervisors complete a pre-workshop assignment to be used for feedback during the workshop. Once in the workshop, employees use this feedback to determine their talents, develop their needs, and to discover the similarities and differences in how the employees and their supervisors perceive the employee's job and the skills required to perform effectively.

Objectives:

- . Conduct a developmental discussion with supervisor upon returning to the office
- . Provide tools to become more satisfied with the job
- . Enhance effective communication with supervisor

Contact: Lia Williams (202) 366-0909
Federal Highway Administration

Audience: All supervisors and managers

Length: 2 days

Satellite Campus Program

The Department of Transportation (DOT) Satellite Campus Program is an on-site college degree program that enables Federal employees to earn their Bachelor's Degree in Business Administration after work hours in the convenience of or near their worksite. Strayer College was selected to offer the on-site program at DOT because of its degree programs in business-oriented fields, academic reputation, flexibility, and customer focus. Beginning in 1996, graduate level courses leading to a Master's in Business Administration will also be offered. All academic counseling, registration, book sales, and classes are held on-site at DOT

Objectives:

- . The Bachelor in Business Administration degree is designed to prepare students for management positions in complex organizations. The program provides a broad and fundamental education as preparation for positions carrying management and leadership responsibilities.
- . The Master in Business Administration degree is designed to prepare students for careers in management in both the public and private sector. The program provides the basic foundation in the functions of business, the global environment in which it operates, and the analytical tools needed for intelligent decision making.

Contact: Terri Harris (202) 366-9437
Transportation Administrative Service Center

Audience: All qualified Federal employees

Length: 4 years full-time (Bachelor's)
2 years full-time (Master's)

Worklife Discussion Series

The *worklife* discussion series is a lunch time seminar open to all employees who are facing the challenges of balancing *worklife* and homelife.

Objectives:

- . Identify resources that can save time, anxiety and worry
- . Establish problem solving techniques
- . Learn answers to questions from recognized experts in the fields of aging, children, and work and family life

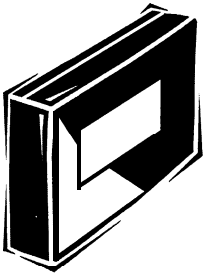
Contact: Suzette Paes (202) 366-6393
Transportation Administrative Service Center

Audience: All employees

Length: 1 hour

In addition to the entries listed in this Resource Guide, the DOT *CONNECTION Customer Service Center* also provides the following services:

- . Job listings and information bank
- . Student employment information
- . Computer work stations
- . Reference and Resource library
- . Work and Family seminars
- . Community Resource Days
- . Worklife support groups for DOT employees and their spouses
- . Confidential employment and career counseling for DOT employees
- . Skills assessment tools
- . Career workshops



VIDEOS

Career Counseling - A Clear Vision

Producer: International Training Consultants
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Supervisors, managers, and team leaders
Length: 23 minutes

Controlling Interruptions: How to Free Up an Hour a Day

Producer: CareerTrack Publications
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 1 hour

Goals

Producer: Zig Ziglar
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 1 hour

How to Set and Achieve Goals

Producer: CareerTrack Publications
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 4 hours

Juggling Your Work and Family

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 25 minutes

Networking Your Way to Success

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 26 minutes

Setting and Achieving Your Goals

Producer: American Management Association
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: All employees
Length: 26 minutes



BOOKS

50 Activities for Unblocking Your Organization - Volumes 1 & 2

Authors: Dave Francis and Mike Woodcock
Contact: Ken Gould (202) 366-1163 or
Veronica Wooten (202) 366-6517
Federal Highway Administration
Audience: Primarily for trainers, managers, supervisors, facilitators, team leaders
Length: 317 pages (Volume 1); 417 pages (Volume 2)

The Adams Job Almanac

Author: NTC
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 147 pages

The Adult Years

Author: Frederic M. Hudson
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 280 pages

Balanced Living

Author: Peter B. Vail
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: Individual

The Best Jobs in America for Parents

Authors: Susan Bacon Dynerman and Lynn O'Rourke Hayes
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 243 pages

Beyond the Ivy Wall

Authors: Howard Greene and Robert Minton
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 198 pages

Breaking Out of 9 to 5

Authors: Maria Laquerur and Donna Dickson
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 224 pages

Career Book

Author: Joyce Lain Kennedy
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 424 pages

Careers in Engineering

Author: NTC
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 147 pages

College Degrees

Author: John Bear
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 211 pages

Comfort Zones: Planning Your Future

Author: Elwood Chapman
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 334 pages

Commitment to an Aging Workforce

Author: Francis Rothstein
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 194 pages

The Complete Job Interview Handbook

Author: John J. Marcus
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 187 pages

Designing Creative Resumes

Author: Gregg Berryman
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 144 pages

Does Your Resume Wear Blue Jeans?

Author: C. Edward Good
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 139 pages

Does Your Resume Wear Combat Boots?

Authors: William G. Fitzpatrick and C. Edward Good
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 165 pages

Don't Miss Out

Authors: Anna Leider and Robert Leider
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 117 pages

Feel the Fear and Do it Anyway

Author: Susan Jeffers, Ph.D.
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 227 pages

The Fifth Discipline

Author: Peter M. Senge
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 423 pages

Fire Proof

Author: Charles R. White
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 129 pages

Free Money for Graduate School

Author: Laurie Blum
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 288 pages

Getting a Grant in the 1990's

Author: Robert Lefferts
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 239 pages

Great Connections

Authors: Anne Baber and Lynne Waymon
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 184 pages

The Group

Authors: Robert Maidment and Robert Hanny
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 75 pages

How to Answer the 64 Toughest Interview Questions: Interviews That Win Jobs

Author: Published by Bencj-Ventures, Inc.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 300 pages

How to Get Control of Your Time and Your Life

Author: Alan Lakein
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 160 pages

Improve Your Reading, Improve Your Job

Author: Jeanne M. Miller
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 110 pages

Is Your “Net” Working?

Authors: Ann Boe and Bettie B. Youngs
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 247 pages

Job Search That Works

Author: Rick Lamplugh
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 110 pages

Job Shift: How to Prosper in a Workplace Without Jobs

Author: William Bridges
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 257 pages

Jobs in Paradise

Author: Jeffrey Maltzman
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 445 pages

Keys to Financing a College Education

Author: Marguerite J. Dennis
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 200 pages

Learning a Living

Author: U.S. Department of Labor
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 85 pages

The Lifetime Career Manager

Authors: James C. Cabrera and Charles F. Albrecht
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 254 pages

Major Options

Author: Nicholas Basta
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 328 pages

Network Your Way to Job and Career Success

Authors: Ronald L. and Caryl Rae Krannich, Ph.D.
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 147 pages

Networking: The Great New Way for Women to Get Ahead

Author: Mary Scott Welch
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 364 pages

Opportunities in Computer Science Careers

Author: Julie Lepick Kling
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 147 pages

The Perfect Resume

Author: Tom Jackson
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 209 pages

Please Understand Me: Character & Temperament Types

Authors: David Keirsey and Marilyn Bates
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 210 pages

Practical Time Management

Author: Bradley McRae
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 100 pages

Preparing for Your Interview

Author: Diane Berk
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 62 pages

Promote Yourself

Author: Patricia B. Wood
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 94 pages

Retire, Refired: A Guide for Dynamic Retirements

Author: Elise Perlmutter
Contact: Career Counselor (202) 366-4907
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Length: 218 pages

Retirement Careers: Combining the Best of Work and Leisure

Author: Deloss Marsh
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Retirement Places Rated

Author: David Savageau
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Rites of Passage at \$100,000+

Author: John Lucht
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Second Careers: New Ways to Work After 50

Author: Caroline Bird
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Stop Procrastinating

Author: James R. Sherman, Ph.D.
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Author: Uelaine Lengefeld
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The Three Career Changes: Mastering the Art of Juggling Work, Home, and Family

Author: Marcia Byalick
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Time Management for Unmanageable People

Author: Ann McGee-Cooper
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Length: 251 pages

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Author: Ronald Garrison
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Length: 124 pages

The Time Trap: How to Get More Done in Less Time

Author: R. Alec Mackenzie
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Length: 195 pages

Type Talk

Authors: Otto Kroeger and Janet M. Thuesen
Contact: Career Counselor (202) 366-4907
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Audience: All employees
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What's Next? Career Strategies After 35

Author: Jack Falvey
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Length: 189 pages

Workforce Renewal

Author: Bernard H. Petrina
Contact: Career Counselor (202) 366-4907
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Audience: All employees
Length: 95 pages

Work Sister Work

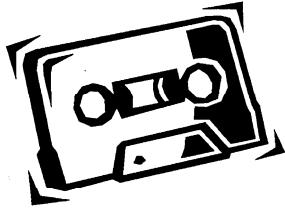
Authors: Cyndey Shields and Leslie C. Shields
Contact: Career Counselor (202) 366-4907
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Your First Job

Author: Ron Fry
Contact: Career Counselor (202) 366-4907
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Length: 159 pages .

Zen and the Art of Making a Living

Author: Laurence G. Boldt
Contact: Career Counselor (202) 366-4907
DOT Connection Customer Service Center
Audience: All employees
Length: 599 pages



AUDIO TAPES

How to Set and Achieve Goals

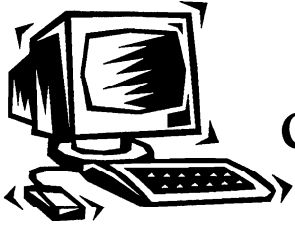
This audio tape seminar, a corresponding program with the video program, focuses on the variables involved in both setting and achieving goals. The program, featuring lessons similar to its video counterpart, explores such issues as the power of goal setting, picking your target, how your personality influences the way you set goals, developing a positive attitude for positive results, trusting your intuition, “nuts and bolts” techniques for goal setting, staying on course, and implementing your plan.

Producer: CareerTrack Publications
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 4 hours

Increased Personal Productivity Through Effective Time Management

Time management is important for everyone. This eight cassette course provides detailed training on time management. These tapes not only give tips on how to become a good time manager, but also define the concepts important to time management. The course uses the enclosed guidebook to furnish examples of how to manage time. The guidebook also provides exercises to practice skills acquired in the course.

Producer: Franklin International Institute, Inc.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: 16 hours



COMPUTER - BASED INSTRUCTION

Career Navigator

Anyone who is looking for help in career development will benefit from this course. This computer based training course has been designed for people who would like to find satisfying positions that match their individual talents. The course is user friendly and useful for those interested in developing their careers.

Producer: Drake Beam Morin, Inc.
Contact: Deborah M. Cogill (617) 494-2156
Volpe National Transportation Systems Center
Audience: All employees
Length: Individual